This course examines managerial, political, security and privacy, digital divide, e-performance, and information technology initiatives, e-democracy, e-business, open government, information technology initiatives, implementation of information use of information management and technology, such as government
demonstrate key concepts, issues, trends, and practices of government
management issues in information technology is critical to improve
impacts of these initiatives in government. Understanding policy and
management and technology issues and organizational and social
This course provides a broad exploration of government information
management and technology issues in public sector. This course provides students with an
opportunity to enhance knowledge and skills for analyzing, evaluating,
and managing major policy and managerial practices in information
technology. Students will gain better perspectives of managing
information technology issues in public and nonprofit organizations.

3 Credits
Introduction to the analysis of public policy within its organizational and
political contexts, including an emphasis on an economic perspective.
P ADM 507 Introduction to Public Policy Analysis (3) The course is an
introduction to the field of policy analysis that focuses on the process
of public policy formulation, implementation, and modification. Basic
principles of microeconomics are used to examine public policy-
making. Students will review basic economic and microeconomic
principles, theories, and models, with an emphasis on justification
for government intervention. Students will understand the process of
policy analysis, including problem formulation, selection of criteria,
comparison of alternatives, political and organizational constraints,
and implementation and evaluation. The course will be offered once per
year and is projected to enroll about 20 students per section. Course
Objectives: a) to understand the economic rationale for government
action b) to understand the economic component of policy analysis c) to
understand government failure, such as inefficient pork-barrel decision-
making and excessive bureaucratic red tape d) to understand better
the practice of policy analysis e) to understand the stages of the policy
process f) to understand the economic and political context in which
policy analysis takes place

3 Credits
Examines the concepts of human behavior in formal organizations,
systems analysis, conceptual models, and decision processes.
Cross-listed with: HADM 510

3 Credits
Theory of organizational change and development; case analysis of
applications in actual situations. P ADM 511 Organization Change and
Development (3) This course is designed to lead to the understanding of
the process of introducing planned change into complex organizations.
Specific course goals include gaining an understanding of organization
development (OD) as a specific type of change strategy acquiring
knowledge of various OD approaches, learning how to assess
organizations to enable effective organization change to be introduced,
obtaining an understanding of the phases of the OD process and how
to manage planned change efforts in organizations, and developing
skills in applying the concepts learned to real-life organizational
situations. Students will receive "hands-on" experience in
designing and implementing organizational change by completing
individual reports on OD and the change project as well as a team
project report. Grading will be based on development of consulting
skills and knowledge through involvement in class activities (10%),
being an effective member of the project team (10%), demonstrating
understanding of key OD concepts and processes via individual reports
and contributions to project team work (40), and by producing a high
quality project based on evaluation of OD process, the final report, and class presentations (40%). PADM 511 is an elective course for the MPA degree and is offered every third semester.

**Prerequisite:** H ADM510 or P ADM510

**PADM 512: Issues in Human Resources**

3 Credits

A survey of major human resource issues such as job stress, burnout, and the many forms of discrimination in organizations. PADM 512 Issues in Human Resources (3) The course has three specific objectives: (1) to become familiar with the subtleties and complexities (interpersonal, legal/regulatory, and effectiveness) of the major human resource issues which confront the human resource manager in public and nonprofit organizations; (2) to develop a practical strategy for handling and coping with the major human resource issues; and (3) to improve research, analytical, and presentation skills. This course will address the following major human resource issues: appraisal and reward systems; various types and forms of discrimination; sexual harassment; disabilities; alcohol and drug abuse; workplace violence; stress and burnout; workplace ethics; and reforming a human resource system. Student grades are based on a final exam (40%); an issue paper (40%); and class participation (20%).

**Prerequisite:** PADM505 or PADM510 or H ADM510

**PADM 515: Labor Management Relations**

3 Credits

Labor relations issues; collective bargaining agreement, negotiations, and administration; legal framework of collective bargaining; labor relations in larger social context.

**Prerequisite:** admission to MBA/MSIS Program

Cross-listed with: MNGMT 515

**PADM 516: Strategic Planning**

3 Credits

A survey of strategic planning purposes, approaches and methods, and expected outcomes in small and large organizations.

**PADM 517: Nonprofit Organizations: History and Evolution**

3 Credits


**PADM 518: Nonprofit Organizations: Management and Leadership**

3 Credits

A study of the theoretical and practical issues involved in management and leadership of nonprofit organizations. PADM 518 Nonprofit Organizations: Management and Leadership (3) This course is designed to study the intellectual foundations and application of leadership and management in nonprofit organizations. The course will explore organizational design, leadership, quality management, and performance measurement as applied in social enterprises. Course objectives are: - to increase student knowledge and understanding of the fundamental concepts of leadership and management in nonprofit organizations - to examine trends and challenges for leading and managing nonprofit organizations; and - to stimulate critical thinking about the application of nonprofit leadership and management concepts in a changing environment. The course will include a combination of lectures, term papers, discussion and review of readings, and student research. Student grades will be determined by classroom participation (10%), weekly reading assignments (10%), mid-term examination (20%), major term paper (30%), and final examination (30%). Course requirements involve a primary text and secondary readings from such areas as business, law, and public administration, as well as major term paper. The course is part of a nonprofit concentration in the public administration program and extends the collection of courses in the nonprofit organization area of public administration. Course is expected to be offered once each year.

**PADM 519: Nonprofit Organizations: Resource Development and Management**

3 Credits

Process by which nonprofit organizations assure that resources are obtained and used effectively and efficiently toward the achievement of objectives. PADM 519 Nonprofit Organizations: Resource Development and Management (3) Course Description: This course will examine theory, strategies and practices for securing and managing resources
for a nonprofit organization. Students will study a variety of fund-
raising and other resource acquisition strategies and will examine
mechanisms for prudent management of these resources. Course
objectives are to increase student knowledge and understanding of the
fundamental concepts of resource development for long-term stability
of nonprofit organizations and to stimulate critical thinking about
the strategies for financial operations of nonprofit organizations in a
changing environment. This course extends the collection of courses
in the nonprofit concentration area of public administration and further
develops the concentration. The course will include a combination of
lectures, group discussions, review of readings, and student research.
Course requirements involve a primary text and secondary readings from
such areas as business, law, grantsmanship, and public administration.
The course will be offered every third semester.

PADM 521: Performance Measurement and Management
3 Credits

This course is designed to enhance students’ ability to develop and
use performance measurement systems in the public sector. P ADM
521 Performance Measurement and Management (3) This course
provides a foundation in performance measurement and management
in the public sector. It is designed to enhance the ability of students
to develop and use performance measurement systems for purposes
of improving the management and performance of government
programs; and to enhance their ability to think critically about result-
oriented governance and managing for results. In this course students
will become familiar with the general context that surrounds public
sector performance management, key elements associated with the
development of performance measurement systems, and opportunities
and challenges associated with the implementation and use of
performance measurement systems. Despite its emphasis on the public
sector, many concepts covered in the course are also applicable to non-
profit organizations.

Prerequisite: P ADM500

PADM 522: Government Financial Management
3 Credits

Theories and techniques of financial planning and control, with emphasis
on their application in government and nonprofit agencies. P ADM
522 Government Financial Management (3) The focus of this course
is on a laboratory in local government budget and financial analysis,
concentrating on the theories and applications which also relate to
hospitals, businesses, and nonprofit agencies. Applied methods of
budgetary decision-making are employed to formulate and to implement
a budget based on actual city data. The course places the student in the
role of a member of a budget department staff asked to prepare a budget
for presentation, debate, and ultimate acceptance by a deliberative
body. The work requires one to acquire knowledge of and apply financial
management techniques without losing sight of the basic theories
from which the techniques grew. The final course grade consists of
materials completed by students throughout the course (75%) and the
final examination (25%). P ADM 522 is offered every spring semester as
an elective in the government concentration of the MPA program.

Prerequisite: P ADM502

PADM 523: Governmental and Nonprofit Accounting
3 Credits

Accounting, reporting, and auditing principles and procedures for public
sector agencies and nonprofit organizations.

Prerequisite: P ADM502

PADM 532: Urban Government
3 Credits

Administrative processes and policy problems associated with managing
urban communities; political, intergovernmental, fiscal, structural, and
analytical concepts in urban government.

PADM 533: Local Planning Law and Administration
3 Credits

Structure and function of local and regional government from perspective
of local planning law and its administration. P ADM 533 Planning Law
and Administration (3) The course covers structure and function of local
and regional government from the perspective of local planning law
and its administration. Objectives: To develop students’ abilities in (a)
understanding state and local policies and laws related to planning and
administration, local development, regionalism, and regionalization of
services; (b) analytic ability, involving the process of careful, rigorous, and
systematic thinking at both abstract (theoretical) and concrete (practical)
levels; (c) perception of the studies processes from a theoretically
informed point of view, through development and application of concepts,
models and other course materials; and (d) application of models and
techniques in course assignments. Evaluation: class participation (10%),
portfolio, including literature review essay (60%), project/poster (30%).
Frequency of offerings: every two years.

PADM 535: Policy Analysis and Planning
3 Credits

The course will cover the theoretical issues in and basic methods of
policy analysis and planning (prospective policy analysis). P ADM 535
Policy Analysis and Planning (3) Policy analysis is a systematic inquiry
into the nature of policy problems and public policies. It offers a set of
principles and methods that can be used in constructing public policies
and evaluating their outcomes. This course covers the theoretical
approaches and methods in prospective policy analysis and planning.
Emphasis will be on the quantitative/analytical methods, but qualitative
methods in individual and group problem solving and planning will also
be covered. These methods and techniques will be discussed in their
theoretical contexts. The course will be divided into three sections. The
first section will provide students with an overview of the nature of public
policy problems, history of policy analysis, and the current competing
theories. The second section will focus on the problems in and methods
of gathering and disseminating policy-analytical information. In the policy-
analytical process, information is gathered and disseminated in political
and cultural contexts; the characteristics of this process and its contexts
will be covered in this section. In the third section of the class, the stages
and some of the basic methods of policy analysis will be discussed.
The focus will be on problem structuring and forecasting methods, cost-
benefit analysis, decision trees, and implementation design.

Prerequisite: P ADM503
PADM 550: Policy and Program Evaluation

3 Credits

The course will cover the theoretical issues in and basic methods of policy and program evaluation (retrospective policy analysis). P ADM 550 Policy and Program Evaluation (3) This course is designed to cover the theoretical issues and perspectives in policy and program evaluation, ethical issues in evaluation, and basic methods of evaluation research. The methods of needs assessment, monitoring social programs, impact assessment, and measuring efficiency will be discussed. Students will learn how to conduct randomized experiments, quasi-experiments, evaluation of full coverage programs, and efficiency measurement in evaluation research. The primary goal of this course is to help students become informed consumers of the products of evaluation research. They will also learn the basic skills of designing and conducting evaluation projects. Class time will be devoted mainly to discussions of theoretical concepts and examples. During the semester, students will be given written assignments. They will also conduct policy or program evaluation studies in the areas of their choice.

Prerequisite: P ADM 503

PADM 556: State Government Administration

3 Credits

Study of structures, systems, processes, problems, and issues affecting state government administration; case studies, field observations, and research. P ADM 556 State Government Administration (3) State Government Administration aims to provide students with an introduction to management tools and techniques for administering state government agencies and programs in the context of intersector and intergovernmental relations within a system of representative democracy. The course deals both with management tools as well as policy and management leadership, focusing especially on the nexus between policy and management. Specific course objectives: to foster understanding of the tools and techniques associated with the administration of state government within the context of the broader governance environment; to develop an understanding of the interaction among politics, policy, and management processes at the state level and the role of state officials within institutions and processes; to develop a working knowledge of appropriate tools, models, and concepts associated with state administration via the completion of assigned assignments; and to improve communication, writing, and technical skills. Students will be graded on overall discussion (15%), five written news analyses (15%), management papers (40%), and final exam (30%). P ADM 556 is an elective for the MPA degree and is offered every two years.

PADM 557: Federalism and Intergovernmental Relations

3 Credits

Study of the impact of a federal system of government on the administration of public functions. National-state-local dimensions. P ADM 557 Federalism and Intergovernmental Relations (3) The course aims to develop students' abilities in four broad categories: (1) understanding of intergovernmental relations and management as it relates to past, present, and future trends in American governance and the historical, normative, and institutional context of American public administration; (2) analytic ability involving the process of careful, rigorous, and systematic thinking at both abstract and concrete levels; (3) perception of public administration from a theoretical informed point of view, through development and application of concepts, models, and other course materials related to intergovernmental topics; and (4) application of specific information and skills, with emphasis on issue identification and problem solving. The course offers the students an opportunity to develop the self-awareness and personal capacities that are vital to becoming a dynamic public administrator. The course will be graded on written and oral seminar participation (20%); research and presentations (40%); and two examinations (40%). P ADM 557 is an elective for the MPA degree and is offered every two years.

PADM 558: Legislative Processes

3 Credits

Legislatures in American government, emphasizing comparative state legislatures: constitutional patterns; organization, administration; interaction with bureaucracy, constituencies, and organized interests. P ADM 558 Legislative Processes (3) The course examines development of the modern congress and the general assembly; campaigns and elections; party organization and the leadership; committees and the rules of procedure; the &quot;Republicans take over congress&quot;; congress, the President and the bureaucracy; the congressional campaign; congress, interest groups, and the congressional enterprise; congress, the budget, and domestic policy making; the decline of representative democracy. The Pennsylvania state legislature will receive particular attention. The course is designed to equip students to manage programs within the political environment of public and nonprofit administration. The course is evaluated on two short, written reports (25% each), final exam (40%); class participation and presentations (10%). P ADM 558 is offered every third semester as an elective for the MPA degree.

PADM 570: Scope and Methods of Public Administration

3 Credits

Examination of theoretical approaches to public administration and the role of theory in the field. P ADM 570 Scope and Methods of Public Administration (3) Course objectives: At the conclusion of the semester, each participant should have gained a solid grasp of the literature of public administration; understand the major issues that have created the boundaries and horizons of the field; understand the importance of systematic research and methods of inquiry to the field of public administration; and have a sense of the likely directions research and practice will take in the future. Evaluation for the course will be: Class participation, 10%; individual reports (briefing papers on required assignments), 30%; final paper in the 25-35-page range, 30%; final examination, 30%. This course is the basic core course in the Ph.D. program and is a prerequisite course for the remaining core Ph.D. courses. It is offered each fall to incoming Ph.D. students, with an enrollment of 5-12 students.

Prerequisite: P ADM 500

PADM 571: Seminar in Organizational Theory

3 Credits

Selected theories of organizations and their applications to the study of public organizations.

Prerequisite: P ADM 510 or P ADM 570
PADM 572: Research and Theory in Public Budgeting and Finance
3 Credits
The course is designed to provide students with an understanding of the seminal theories and literature in the various topical areas that define the study of public budgeting and public finance. Students will be able to understand and apply the theories in their own research as well as to understand the strengths and limitations of the theory in the context of the topical area. These areas include principles of public budgeting and public finance, the budget process; budget practices; taxation; non-tax revenues; and debt administration. While emphasis is placed on public budgeting and finance as it relates to the U.S. government at the federal, state, and local levels, international experiences are also studied.

PADM 573: Research and Theory in Public Policy and Governance
3 Credits
An introduction to policy analysis, the stages of the policy process, and key theoretical issues. Applications to real world problems. P ADM 573 Research and Theory in Public Policy and Governance (3) This seminar provides an introduction to policy analysis, basic stages of the policy process, and key theoretical issues associated with the subject. Among issues addressed in this course: ethics in policy analysis; policy analysis as a profession. The stages of the policy process will be considered in detail, from problem definition to termination. Key theories associated with each will be discussed. Additional concepts to be considered include: policy instruments, policy design, issue networks, policy typologies and the politics associated with each. The institutional context of these stages will be considered. Students will explore the impact of positivism and postpositivism on our understanding of policy. Finally, public policy will be examined in light of a variety of approaches to democratic theory and practice.

Prerequisite: P ADM570 or permission of program

PADM 574: Research and Theory in Public and Nonprofit Management
3 Credits
This course provides a broad exploration of public and nonprofit management issues to improve students’ abilities to analyze the given institutional matrix of modern public management. The informed and skillful practices of public and nonprofit management will improve public values and service delivery in effective and efficient ways. This course is designed to understand the theories, perspectives, and functions of management in the public managers and nonprofit sectors; and to assess management practices, possibilities, and challenges encountered with emerging issues. The topics include traditional approaches of management, new public management, history of management, general management theory, structural issues, institutionalized values of management, managerial functions, strategic management, performance management, accountability and leadership, organizational design and institutional governance, global perspectives of management, challenges for public governance, and frontier of management. Students will gain better perspectives of managing the public and nonprofit sectors and build skills to analyze and evaluate management issues and practices.

Prerequisite: P ADM570

PADM 575: Advanced Research Design
3 Credits
Experimental, quasi-experimental, survey, aggregate, and other research designs applied to organizational, managerial, and policy analysis research problems.

Prerequisite: P ADM503

PADM 576: Multivariate Statistical Methods
3 Credits
Multivariate statistical methods, with special emphasis on their use in organizational, managerial, and policy analysis research settings.

Prerequisite: P ADM575

PADM 591: Readings in Public Administration
3 Credits
Directed readings in selected areas of public administration.

Prerequisite: P ADM570 and permission of program

PADM 594: Research Topics
1-18 Credits/Maximum of 18
Supervised student activities on research projects identified on an individual basis.

Prerequisite: P ADM503

PADM 595: Internship
1-18 Credits/Maximum of 18
Supervised off-campus, nongroup instruction, including field experiences, practicums, or internships. Written and oral critique of activity required.

Prerequisite: P ADM503

PADM 596: Individual Studies
1-9 Credits/Maximum of 9
Creative projects, including nonthesis research, that are supervised on an individual basis and which fall outside the scope of formal courses.

Prerequisite: P ADM503

PADM 597: Special Topics
1-9 Credits/Maximum of 9
Formal courses given on a topical or special interest subject which may be offered infrequently; several different topics may be taught in one year or term.

PADM 600: Thesis Research
1-15 Credits/Maximum of 999
No description.
PADM 601: Ph.D. Dissertation Full-Time
0 Credits/Maximum of 999
No description.

PADM 801: Homeland Security Administration: Policies and Programs
3 Credits
Foundation for understanding homeland security history, the
development of homeland security policies and organizations, and
current management approaches.
Cross-listed with: HLS 801

PADM 802: Multifaceted Approaches to Homeland Security
3 Credits
Preparedness and responsiveness have long been part of the law
enforcement and military lexicon; however 9/11 expanded the terms'
application and the number of people who hold responsibility for
their implementation. The result is a growing interest surrounding
the nature of the terrorist threat and how intelligence fusion is essential to
prevention; the role of the military in civil society; cooperation among
federal, state, and local agencies as well as the private sector in response
to a catastrophic event; the importance of planning and exercises to
improve the mitigation of such events. This course gives an overview of
relevant perspectives and concepts related to these topics and develops
a framework that demonstrates their interconnectivity. In addition
to providing a conceptual understanding of key ideas, it familiarizes
students with the roles played by various entities (e.g., law enforcement,
intelligence organizations, the military, and federal, state, and local
agencies) and the de facto framework in which they exercise their
responsibilities. The course gives students an overview of intelligence
and the importance of intelligence fusion as a counter-terrorism force
as well as the need for collaboration among all relevant actors and the
integration of actions and planning. Finally, it provides an opportunity
for students to demonstrate their ability to apply knowledge and
methodologies to real-world cases, practically assessing key components
in mitigating the impact of future events.
Prerequisites: HLS 811 or PADM 401
Cross-listed with: HLS 802

PADM 804: Strategic Planning and Organizational Imperatives in
Homeland Defense and Security
3 Credits
The course covers the essential concepts of planning for the response to
all hazards incidents. The National Incident Management System (NIMS)
and its companion policy guidance document, the National Response
Framework (NRF), provide broad policy guidance for a comprehensive
approach to domestic incident management to prevent, prepare for,
respond to, and recover from all hazards incidents. Familiarity with the
NIMS and the NRF are essential for individuals to integrate into and
be a valuable member of destructive event mitigation and response,
whether disasters are natural or human-caused. Critical infrastructure,
key resources, and border protection provide the framework for the
nation’s homeland security and defense efforts. Over eighty percent of
these resources reside in the private sector. This presents a challenge to
the nation, particularly in the areas of policy guidance and information
sharing between the public and the private sectors. These challenges
will be presented and analyzed during this course. Participant’s
understanding of the principles presented will be measured through the
preparation of an analysis of a key homeland security/defense issue
related to the materials presented.

Prerequisites: HLS 811

PADM 813: Leadership in Public and Nonprofit Organizations
3 Credits
The course presents historical and contemporary leadership theories
and concepts to provide a strategic foundation for public leaders in
government and nonprofit organizations. The purpose of the course is to
increase our student’s capacity to lead and to help develop the skills to
analyze and address leadership challenges and opportunities.

PADM 897: Special Topics
1-9 Credits/Maximum of 9
Formal courses given on a topical or special interest subject which may
be offered infrequently; several different topics may be taught in one year
or term.